

Carousel Task Force

FINAL REPORT

June 2004



Contents

1	Executive Summary	2
1.1	Program Statement.....	3
1.1.1	Vision.....	3
1.1.2	Guiding Principles for the City of Raleigh Carousels	3
1.2	Summary Recommendations	4
2	Background.....	6
2.1	Task Force Charge	6
2.2	Task Force Process	6
2.3	Chavis Park and Carousel	7
2.4	Pullen Park and Carousel.....	8
2.5	Current Status.....	9
3	Justifications	10
4	Full Recommendations	11
4.1	General Recommendations for both Carousels.....	11
4.1.1	Operations and Program	11
4.1.2	Carousel Houses.....	12
4.1.3	Support Spaces.....	15
4.1.4	Marketing and Fundraising	15
4.1.5	Conservation and Interpretive Programs	18
4.2	Specific Recommendations for Chavis.....	19
4.3	Specific Recommendations for Pullen.....	19
5	Appendix.....	Error! Bookmark not defined.

1 Executive Summary

Of the 3,000 to 4,000 wooden carousels carved in America between 1885 and 1930, fewer than 150 still operate today.¹ Raleigh is fortunate to have two of these operational carousels that were built nearly a century ago.

The carousels are more than just amusements for our children. They also capture the beauty, grace and elegance of an earlier era in our country when people frequented our city parks and their carousels for the pleasures of the visual art, music, joy and sense of community found there.

Raleigh's historic carousels are indeed assets to be proud of and to use as rallying points for public support of our parks. Now is the time to take steps to enhance and preserve these treasures for future generations to visit and enjoy.

¹ Retrieved on June 21, 2004 from <http://www.nca-usa.org/> (National Carousel Association)

1.1 Program Statement

The Carousel Task Force (CTF) agreed on a vision to direct their efforts and a set of guiding principles to convey the overall intent of the recommendations contained herein.

1.1.1 Vision

The goal of the CTF is to create a thorough and well balanced report to the City of Raleigh which will provide a framework for decisions regarding carousel restoration, maintenance, promotion, fund raising, operational programming, location and potentially new development by the City and its Parks and Recreation Department. The CTF report will support the priorities of Raleigh by serving public needs while preserving the charm, history and entertainment value of Raleigh's prized carousels. Enhanced care and expanded usage of Raleigh's two carousels shall flow from the resulting CTF recommendations which embody the principles listed below in order to ensure that these community treasures provide delight to future generations as well as a source of civic pride for the citizens of our area.

1.1.2 Guiding Principles for the City of Raleigh Carousels

1. They are valued and should both be designated as historically significant treasures for our city, region and state.
2. They must be regularly and properly operated, maintained and restored.
3. They must be protected from environmental and/or human abuse.
4. They should continue to be operated as amusements rather than to be treated as museum pieces.
5. They must have convenient access and broadly scheduled availability for all citizens and visitors.
6. The carousels are centerpieces for their respective major parks within our city. The plan for their preservation and use must take into account the carousel houses, decoration and furnishing, immediate surroundings including landscaping, and the ancillary amenities which will serve to attract both new and repeat users while ensuring the comfort, enjoyment, sensory experience and safety of visitors and riders.
7. A carousel housing structure which may become no longer needed for that purpose should be considered for future productive and effective reuse that will enhance the overall attractiveness of the park and its carousel.
8. Raleigh's carousels must remain affordable attractions for all citizens. Additional sources of funding for the carousels must be identified to ensure that ride revenues need not be relied upon to cover anything beyond basic carousel operation.

9. Citizens from our area must be kept informed through a wide variety of communication channels and planned promotional programs that they are welcome to visit, appreciate, ride and support Raleigh's carousels.

1.2 Summary Recommendations

The Dentzel Carousel has been a popular feature in Pullen Park since 1921. The Herschell Carousel in Chavis Park was dedicated when the Park opened in 1937. Funding is proposed in the 2003 Park Bond program for improvements to both the parks and carousels. After much research the CTF feels that substantial changes should be made to both carousel houses to fully protect the carousel rides and offer the best experience to the carousel and park visitor. The following summary is a brief account of the CTF recommendations. Please refer to § 3 Justifications and § 4 Full Recommendations for more detailed discussion and explanation.

The City of Raleigh should:

1. Make available the necessary resources to ensure full restoration and long term preservation of the carousel animals, decorative panels, machinery, and band organs.
2. Provide new structures that house and protect the carousel rides at both parks in keeping with the recommendations of City Council adopted master plans and this report.
3. Assign responsibility for pursuing the listing of the Chavis Park Herschell Carousel as a local Historic Landmark and nomination to the National Register of Historic Places.
4. Assign responsibility to a citizen group to provide recommendations for the most effective reuse of the existing Chavis Park Carousel House once the carousel has been moved to a new structure.
5. Continue the full restoration and repair of the Pullen Park Carousel while investigating and implementing remedies for the degradation of the carousel figures.
6. Provide appropriate spaces for observation, special events and historical and cultural interpretation as part of the Design Program and project plans for construction of new carousel structures. This includes access to restrooms, community gathering space, and opportunities for rentals and retail.
7. Ensure that visual and auditory considerations, as well as site improvements outlined in this report be considered to complete the carousel experience.
8. Utilize appropriate historic styles, materials, and colors in the carousel structures and site improvements.
9. Retain an experienced design firm to perform a Concept and Cost Study for both carousel structures that will provide cost and scheduling estimates, drawings and/or models for the purpose of future fundraising. The Concept and Cost Study is estimated to cost not more than \$20,000 and should be completed prior to the fiscal year 2005-2006 budget process to provide the solid data needed by the city to plan a future fundraising campaign. Private funding of this study may be possible.

10. Initiate a marketing and fundraising campaign without delay upon completion of the Concept and Cost Study. The goal will be to generate public and private funds to augment City resources necessary to complete the building of new carousel houses and provide necessary restoration and preservation of the carousels. A city organization or outside agency with experience in this type of project could be engaged to manage the task.
11. Plan the overall timeframe for the projects so that the support spaces, site improvements and new carousel house at Chavis Park is complete in spring 2007. Planning for the renovation of the Pullen Park Amusement Center and the new carousel house should be completed by that time so that construction can begin in fall 2007. The newly renovated Chavis Park can then serve as an alternative destination while Pullen Park Amusement Center is closed for renovations.

2 Background

2.1 Task Force Charge

In the summer of 2002, members of Friends of Pullen Park appealed to the Raleigh City Council and Administration to protect the carousels in the Raleigh park system and plan for their future wellbeing and use. City Council referred the issue to the Parks, Recreation and Greenway Advisory Board (PRGAB) in November 2002. In August 2003 the City Council received the resultant report from the PRGAB and unanimously approved the formation of a Carousel Task Force (CTF) as outlined in the report dated May 15, 2003 (document available upon request). The roles and responsibilities of the CTF included:

1. Review the existing condition and future potential for year-round use of the carousels at Chavis and Pullen parks, in accordance with master plan recommendations for both
2. Make recommendations for potential reuse of the existing structures if new ones are constructed
3. Explore fundraising opportunities for preservation and construction activities only after council approval
4. Carefully consider direct costs and income potential associated with year-round use of the carousels
5. Develop conceptual designs for the carousel houses and their location within the parks
6. Recommend further actions to preserve the historic carousels
7. Build a marketing plan to ensure maximal exposure and use of both carousels.

2.2 Task Force Process

Due to the amount of research needed in this process as well as sensitivity to public input, it was suggested that individuals with a range of backgrounds be included in the Task Force. Citizens were recruited from the Triangle who brought knowledge, experience and specific talents, ranging from art conservation, marketing and finance, architecture and a passion for Raleigh's parks. Members met over a period of six months and addressed the specific areas of structures, operations and marketing/fundraising. Task Force activities included visits to the carousels themselves, interviews with other carousel operators nationwide and an in-depth review of past restoration efforts by the very people who performed the restoration of both carousels over 20 years ago. This information, in conjunction with the knowledgeable and diverse backgrounds of the task force members, gave all those involved a broad understanding of the carousels and the issues surrounding them. (Members of the task force are listed in the Appendix.)

Note: The following descriptions borrow liberally from both Park Master Plans, the City of Raleigh Parks and Recreation web site (www.raleigh-nc.org/parks&rec) and from the “Chavis Park Carousel Landmark Designation Report.”²

2.3 Chavis Park and Carousel

Chavis Park was built by the Works Progress Administration (WPA) in the mid-1930s. The park was one of the first to serve the black community and was popular with local citizens and visitors from throughout North Carolina. Named after prominent free black teacher and preacher John Chavis in 1938, the park served for many years as a destination for fun, family gatherings and sports for southeast Raleigh and beyond.

The Chavis carousel was manufactured by the Allan Herschell Company of North Tonawanda, New York sometime between 1916 and 1923. Originally used for traveling shows, the 48 person ride was purchased, refurbished and installed for the Chavis Park holiday celebration on July 4, 1937. The ride contains 36 hand-carved ‘jumper’ horses and two carved double-seat chariots. Four tiny cast aluminum horses for small children are also included. The outer cornice and shield, above the animals, includes cast aluminum figureheads and oil paintings of landscapes and seascapes. The 14 picture panels on the inside of the ride’s frame include lake views, a windmill, waterfalls, snowscapes, and scenes from farm life. One of the panels, as well as the ornately carved decorative facade on the Wurlitzer military band organ, contains the Herschell Company’s name. The carousel was originally protected by a canvas tent. The present structure is believed to have been constructed in the 1940’s.

The City of Raleigh assumed responsibility for the Park in 1941 when the federal government ended the WPA program. After several interim locations, the present Community Center was built in 1961. In 1971 the City undertook a master plan effort which resulted in Chavis Way being rerouted and improvements to the pool, parking, tennis and landscaping areas. The carousel pavilion was remodeled in 1975. The carousel itself was restored in 1981-82, with all elements documented and returned as closely as possible to its original appearance. A revised master plan effort was completed in 1994, which resulted in reorganized parking and a new main entrance for the park from Martin Luther King Boulevard. Additionally, a children’s “spray pool” was added to the existing pool and a major addition and reorientation was accomplished with the Community Center offering a commanding view of the Little Rock stream valley and downtown Raleigh buildings. While preparing for repainting the interior of the carousel house in winter 2003, water damage was discovered in the roof structure. The carousel was closed for an entire operating season while structural repairs were made and a new roof and new paint were applied. The carousel was reopened to the public in May 2004.

A draft report has been prepared and submitted for the purpose of designating the Chavis Park Herschell Carousel a local historic landmark. It is anticipated that nomination to the National Register of Historic Places will follow local designation.

² Little, M. Ruth, January 19, 2001 in Application to the Wake County Historic Preservation Commission.

2.4 Pullen Park and Carousel

Pullen Park was founded on March 22, 1887 by Richard Stanhope Pullen. Mr. Pullen donated what was farmland as a gift to the City of Raleigh to be used and enjoyed by citizens and visitors to Raleigh. Highlights of the park history include the city's first swimming pool in 1891, a small animal zoo from 1899 until 1938, and a miniature train purchased in 1950. According to the census of the National Amusement Park Historical Association, Pullen Park is the seventh oldest amusement park in the United States and the 16th oldest amusement park in the world still operating in its original location.³

In the fall of 1920, the City Board purchased the current carousel from Carolina Power and Light's Bloomsbury Park. The Pullen Park carousel opened for riders on Easter Monday in 1921. The circa 1900, intricately hand carved machine was made by master carver Salvatore Cernigliaro and his apprentices in Germantown, Pennsylvania for the Dentzel Carousel Company. According to the National Carousel Association Census, this is one of 23 remaining historic Dentzel carousels and one of 14 Dentzel animal menageries still operating in North America. Music is provided by the Wurlitzer 125 Military band organ, which dates from sometime between 1900 and 1924.



Restoration work on the carousel in 1970's

In 1976, the carousel was listed in the National Register of Historic Places. A major restoration was undertaken from 1977 to 1982.

The current Master Plan for Pullen Park was adopted by the Raleigh City Council in October 2001. The Plan calls for a major upgrade of the Amusement Area, including a “welcoming and exciting” new carousel house. The carousel structure was repainted in 2003. Current restoration efforts, including touch ups and repairs of the carousel animals are funded in the City's Capital Improvement Program.

³ Retrieved on June 24, 2004 from <http://mywebpages.comcast.net/napha/faq.html#top> (Nat. Amusement Park Historical Association)

2.5 Current Status

The Chavis Park Carousel is fully operational, and the animals are in good condition.. Repairs to the structure in 2004 were completed with the intention of providing many more years of protection.

While the Pullen Park Carousel house is in good condition, there is concern over the condition of the animals and other historic, painted components of the carousel. Several animals are now shipped off-site during the winter to be restored. Paint seems to chip more easily than on any other carousel the restoration contractors are familiar with. The glue of the carved wooden figures seems to break down quickly making ears, limbs and other joints vulnerable to failure and damage. Discoloration on the surfaces, possibly attributed to mildew, is apparent. Monitoring of the interior environment is necessary and further research into methods and materials is imperative to halt the current process of degradation. Interim measures being considered, especially prior to seasonal closing of the carousel, include mechanical ventilation, dehumidification, a soil vapor barrier, and examination of existing records of conservation work performed in the past. Consultation with experts at local, state and national levels is recommended in both the near-term remedies and long-term design solutions to restore and preserve the carousel.

3 Justifications

It was determined by the Carousel Task Force that providing the safest environment for these historical structures as well as the most user-friendly setting for patrons requires the design and construction of new enclosures (carousel houses) for both carousels. The most urgent concern is for the Pullen carousel. The carousel animals at Pullen experience a much higher rate and degree of degradation than any other carousel the restoration specialists or CTF members are aware of. (See § 2.5 Current Status.)

At both Pullen and Chavis parks, the actual structure is undersized and provides less than optimal viewing and protection of the carousel animals, mechanics and band organ. Neither structure has a solid floor or any method of controlling temperature or humidity. The wire-covered windows are an unpleasant barrier that instills a sense of separation between carousel riders and those viewing the ride. The windows are not tall enough to view the various “rounding boards,” shields, and painted panels of animals and landscape scenes that are an important part of the carousel experience.

Both parks’ master plans were the result of extensive community participation.

- The Chavis Park Master Plan was revised and adopted in 1994. It addresses the future of the Herschell carousel in good conceptual terms, including two alternate plans for the Park Core Area. The Herschell carousel is now physically separated from what the master plan depicts as the Park Core Area. The carousel can and should serve as the center piece for Chavis Park. “Relocating the carousel to the Core Area is expected to increase the activity and usage as well as provide animation, sound and color creating a fun atmosphere.” (Chavis Park Master Plan, 1994). Current annual ridership on the Chavis Park carousel is less than one percent of the number of riders who enjoy the Pullen Park carousel. Relocation of the Chavis carousel house in conjunction with an appropriate public awareness marketing program should be used to address this disparity.
- The Pullen Park Master Plan was adopted in 2001 and addressed the Amusement Area in both broad and detailed terms, calling for a “welcoming and exciting” carousel house for the circa 1900 Dentzel carousel (Pullen Park Master Plan, 2001). “Adored by generations of Raleigh’s children and accompanying adults,” the Amusement Center is proposed for complete renovation in coming years. The carousel house should be replaced as part of this effort. (Excerpts from both master plans are included in the Appendix).

There is a strong desire of supporters to enhance the carousels’ support in and of the community by providing longer seasons of operation, more visibility for marketing and historical connection, and the long-term protection and access for both of these Raleigh treasures.

4 Full Recommendations

4.1 General Recommendations for both Carousels

The CTF sought considerable guidance from the adopted master plans for both parks. Because investigations and discussions revealed that the carousels themselves, the carousel experiences and park settings had much in common, the following general recommendations are offered for both carousels.

NOTE: The definitive consideration for both carousels is to preserve them for future generations while allowing present generations the riding experience and opportunity to connect with the past. Specific recommendations are included here, but there must ultimately be taken in the context of a future Design Program for carousel relocation and operation in each individual park. This Report will assist in the development of the Design Program. Additional notes are provided where the task force members might not have been in full agreement or felt more effort should be undertaken before moving ahead with construction plans.

4.1.1 Operations and Program

1. Provide a schedule of operations for the carousels at both Chavis Park and Pullen Park that makes them available and affordable to the public throughout the year. Post hours of operation in the parks and on all Parks and Recreation Department scheduling publications. The schedule should include, but not be limited to, daily operations during warm months, weekends and holidays throughout the year. The carousel and carousel houses should be available for group rentals and special event uses, following departmental guidelines, throughout the year. Make scheduled hours commensurate with the level of ridership achieved by the carousels.
2. Plan for revenue from carousel riders and group rentals at a level that will offset the cost of operations. This revenue should not be expected to provide for necessary annual carousel maintenance or restoration expenses. Provide for the sale of food concessions and appropriate retail merchandise nearby to both carousels as an attraction and additional source of revenue.
3. Ensure that restroom facilities are located near both carousels and are accessible to carousel patrons as well as other park visitors at times when the carousels may not be operating. Access to restrooms by “off-season” and after-hours users should take into consideration night time and foul weather conditions.
4. Consider incorporating the feature of a “brass ring” into the carousel operations and structures. Historically, the opportunity to ‘go for the brass ring’ and win a free ride was a common carousel feature. Consideration should be given to historical accuracy, structural feasibility, safety and amusement ride codes before deciding to pursue this.
5. Provide space, graphics and signage in the carousel houses and/or nearby facilities to inform the public about the history, operation and restoration of the carousels as well as highlighting significant events from the history of the parks and communities served by Chavis and Pullen parks.

NOTE: Considerable discussion occurred at the committee and full CTF level concerning the reuse of the existing carousel structures once the carousels are moved to a new location. See § 4.1.2 Carousel Houses, No.7 for the Structure Committee's recommendations on the reuse of existing structures. Also NOTE § 1.1.2 Guiding Principles No. 7.

5. Provide space, flooring and furnishings within the carousel houses or support space appropriately separated from the carousels themselves, at both Pullen and Chavis parks sufficient for special events and activities both during regular operating hours and after hours. Such event rental opportunities include birthday parties, retirement parties, weddings, company and organizational outings, etc.

NOTE: The Operating Committee recommends that this space needs to be sufficient to accommodate groups of up to 25 people during carousel operating hours and up to 75 people for after-hours events. The Structure Committee noted that recommending specific capacities brings up issues of building codes, the size of building footprints, etc. and should be deferred until a detailed Design Program is determined for each individual park. Additional considerations include the size of groups and events expected and proximity and suitability of other supporting structures (i.e. permanent picnic shelters, temporary tents, restrooms, other rides).

4.1.2 Carousel Houses

Each carousel house should provide maximum protection for its historic carousel while providing a setting that displays the carousel's art and craftsmanship and conveys the historical significance of the carousel ride to the greatest advantage within a community gathering pavilion. The carousel house, for the purposes of this report, is defined as that immediate structure required for:

- a) The housing and protection of the carousel ride itself
- b) The riding and immediate observation of the carousel and riders
- c) The control of admissions and supervision of the carousel and riders

NOTE: Support space includes that area that may provide for group or community gathering, rentals for special events, storage, interpretive displays, and retail sales of food, beverage or souvenirs. The support space may be physically attached to the carousel house or in close proximity and similar in appearance. The details will need to be determined in the Design Program with respect to other spaces and features of the particular park, building codes, size of building footprint(s), etc. See § 4.1.3 Support Spaces, below.

1. New carousel houses should be designed and constructed for the Chavis Park and Pullen Park carousels.
2. The new carousel house locations should fall within the general area indicated in the current Park Master Plans. The house should be sited to maximize its views from within the park and from adjacent roadways, to facilitate circulation, security of the carousel and visitors, and to serve as an anchor for each park's core amusement area.

3. Designs for the new carousel houses should reflect the historic styles of each carousel while accommodating the site's environment and today's functional, accessible and regulatory code requirements. Colors, materials, and design details should be carefully selected to excite visitors, complement the environment, reduce maintenance and increase life cycle of the structures.
4. Covered support space should be included in the design of the new carousel houses. This space can be treated as an interior and/or exterior element to the carousel house. (See § 4.1.3 Support Space for further discussion.)
5. The new carousel house design should include space for a ticket counter that acts as a point of entry and observation.
6. The existing carousel houses should be maintained to ensure the protection and preservation of the carousels until completion of new carousel houses.
7. The Structure Committee suggests that the size and other requirements (i.e. climate control) of a new carousel house at Pullen will preclude preserving the existing structure. Further, a new carousel house will probably work best in the approximate location of the existing structure. Consideration should be given to relocating the current structure within Pullen Park or creative disposal to benefit the Park. At Chavis, the existing house will be vacant once a new structure is in place. The Operating Committee recommends that the existing carousel house at Chavis Park be reused to recognize and highlight civil, political and athletic accomplishments of people and organizations from the community. Changes in the Chavis Park community in the next few years, including the Chavis Heights public housing project, may warrant a fresh look at the function of facilities and programs.

Note: The full CTF chooses to defer the discussion of potential reuse of the existing carousel houses to future decision makers. See §1.1.2 Guiding Principles No. 7.

8. The new carousel house design should include storage space for limited cleaning supplies if this function is not available in close proximity in support spaces. (See § 4.1.3 Support Space for further discussion.)
9. Visual Considerations: Views from and to the carousels are strong considerations for the ultimate designs of new houses and support structures. Designs should have an open, transparent sense to allow for maximum inward and outward viewing. There should be ample but controlled natural light. Electric lighting should complement the carousel and house for night use and viewing. Carousel riders should enjoy a sense of movement and be able to see other elements of the immediate park environment. Views into the carousel from the outside should reveal the full height and breadth of the carousel structure. Views of the carousel house from other areas of the parks should be considered in final locations, shapes, heights, materials, colors and site lighting in the DESIGN PROGRAM.
10. Auditory Considerations: The sounds of the historic band organs in each carousel are important elements that will influence the DESIGN PROGRAM. The band organs should be protected and maintained. Their use should be promoted within their limits (they have no volume control). The option of open windows or doors would assist in the sharing of sounds from within the carousel rides. The carousels should include suitable

sound systems for providing historical band organ music (both interior and exterior), music for special or seasonal events, and public address considerations.

NOTE: The Operations Committee provided comment on the type of music to be played, suggesting that contemporary music could be considered to help attract younger visitors. Others felt that the historical context of the carousels would not be embraced if something other than band organ music was provided. [In the early years of the century band organs were the source of music for carousels, skating rinks and dance halls Band organ music typically consists of arrangements of pop, religious, classical, show, etc. tunes in three tempos: waltz, foxtrot and march. Most of the arrangements date between 1910 and 1960, with some tunes as late as the 1990s.] The use of different types of music may be appropriate on an occasional, perhaps experimental basis in order to judge public reaction. In either case, the band organ and its music are recognized as contributing greatly to the experience of the carousel, and should be considered a valuable and unique marketing tool.

11. Other Environmental Considerations: As previously stated, protection of the carousels themselves from degradation due to the environment and use is paramount. There is a challenging situation of historical works of art that are intended to be used rather than simply viewed from a distance. Thus a program of maintenance and monitoring is called for (see § 4.1.5 Conservation and Interpretative Programs.) One aspect of this issue is the mechanical conditioning of the interior environment of the carousel houses through heating, ventilation, cooling, and moisture regulation (HVAC). While it may seem common sense that a total HVAC system would be called for in order to protect the carousels, some facts should be noted:

- a. Many existing carousels seem to survive quite well without these environmental controls, although most are used only during summer months and even then their hours of operation often are limited by high temperatures.
- b. A program of regular maintenance under even the best environmental conditions includes cleaning and repainting (touch-up) of the animals.
- c. It is recognized that sealing off the carousel from the outside park environment can alter the user's sensory experience, both visual and auditory, and thus the historical sense of the park, fair or event where these treasures were originally found.
- d. Mechanical systems require space and utility connections and make some noise.

NOTE: The DESIGN PROGRAM for the carousel houses should explore the full range of technological advances available and take into consideration the results of ongoing environmental monitoring and investigation of Pullen carousel's degradation as it tries to prescribe measures to achieve the dual goals of resource protection and user experience. Suggestions from the Structure Committee include a full floor system with vapor barrier and drainage (as necessary), operable windows and/or doors, seasonal panels, sensor-regulated controls (ventilation, dehumidifier, etc.), and specific operator instructions on when opening the houses to natural ventilation is appropriate.

4.1.3 Support Spaces

In addition to space for riders, operator(s) and the immediate viewing area, other support spaces should be of sufficient size and arrangement to allow small groups to witness the sights and sounds of the carousel experience. The space should have the flexibility to be separated on occasions to provide for rentals, sales, etc. depending on operation (peak hours vs. off-peak or after-hours, for instance). Support spaces should include, at a minimum, seating, adequate storage (cleaning equipment, rental equipment, possibly tables and chairs, supplies), retail operations, restrooms, and educational or interpretive opportunities (see § 4.1.5 Conservation and Interpretive Program). As noted in the carousel houses section above (see § 4.1.2 Carousel Houses), support spaces may or may not be included in the same structure, but in any event would be in close enough proximity to function as part of the carousel experience.

Orientation of the additional gathering space may be a challenge in the DESIGN PROGRAM in that providing this as part of the carousel house makes the structure larger and may interrupt the view from and into the carousel itself, depending upon the location of the space. This area could exist in a separate structure, but share a common roofline, for instance, or be attached to the carousel house by a “hyphen” or breezeway structure that serves as the entrance to both facilities..

NOTE: The size or person-capacity of the immediate viewing area should relate to the rider capacity of the specific carousel. The capacity of the gathering space was a subject of deliberation among the CTF. The Operations Committee felt a group size of 25 would be the recommendation during operating hours and 75 for after-hours. As a DESIGN PROGRAM is prepared, these numbers should be decided in the context of other park elements, operating hours and seasons, code requirements, etc.

4.1.4 Marketing and Fundraising

Marketing and fundraising for the City of Raleigh carousels should be a multifaceted approach with private and departmental involvement. Marketing and fundraising each have individual components that will need to be incorporated to accomplish the goals for the Task Force.

Marketing could rely on the following mechanisms to facilitate increased exposure and ridership at each carousel:

Public Awareness Campaign

Current free methods for listing carousel information include print, web, and word of mouth advertising. Other means of communication include utility and Citizen Advisory Council mailings. A concerted effort to contact local newspapers, radio and TV stations requesting that a story be done on the carousels could be accomplished relatively easily with a phone call, letter, or email to the appropriate contact person. The City is in the process of revising its main web page with an expected release date of October 2004.

Paid Advertising

Paid advertising with local print, radio, and TV media is an option but is subject to funding. All three types of advertising provide access to a large number of households in the Raleigh area, but an effective campaign will be very expensive even if advertising is limited to second tier stations. Paid advertising could also be used with various companies that traditionally have high delivery to homes. Pizza and similar companies could be contacted for advertising and/or coupon space on their delivery boxes. Paid advertising would also include any departmental brochures, fliers, pamphlets, etc. that might be devised for the carousels.

Web and Email Postings

The use of the web and email presents options for future direct marketing of the carousels. As mentioned previously, the City's new main web page will be active beginning in late 2004. Phase I of the new website has dealt with content migration from the existing site to the new site. Phase II will involve identifying new uses that are customer centric. Examples of this future type of use might include specific pages just for the carousels to include sale of tickets online, view current riders, determine high levels of use for wait time, etc. In regard to email, an opt-in service for individuals who might want to receive information on the carousels could be devised. Due to spamming regulations and hardware/software needs, this process would need to be considered carefully before implementation.

Word-of-Mouth Publicity

Word-of-mouth Publicity requires no direct expense for the City. Customers who receive a quality experience at the carousels are likely to tell their associates. Continued training of staff on quality service will help further this opportunity. Word-of-mouth publicity might also involve a partnering effort with schools, art museums, etc. to conduct a contest centered on the carousel theme. Partnering might also be utilized for any other agencies that have an interest in the carousel.

Incentive Campaigns

An incentive campaign could be devised to foster word-of-mouth publicity. Bring a Friend Campaigns, Ride a Horse for Lunch campaign, Early Bird/Late Rider Campaigns, Buy one get one free Wednesdays, etc. could easily be developed to promote both sites, especially during traditionally down times.

Funding mechanisms that could be considered as components of a Fundraising Campaign might involve the following: annual City of Raleigh Capital Improvement Program (CIP) and bond programs, retail sales of carousel related merchandise, a sponsorship program, a capital campaign for donations from private businesses and individuals and pursuit of grants or similar programs. Staff should investigate programs such as the federal Save America's Treasures, which funds restoration and preservation of historic and artistic resources.

A final determination still needs to be made as to what the fundraising campaign will target. Three areas that might benefit from the campaign are:

- Structural Improvements - any needed repairs and or improvements to the carousel houses including but not limited to new construction, renovation, etc.

- Restoration Improvements - direct expenditures needed for the actual carousel, including animal care, rounding board care, organ repair, motor repair, etc.
- Marketing Campaign - a portion of money raised might be used to fund advertising means for the carousels.

Established City CIP and Bond Programs

The annual Capital Improvement Program and multi-year bond initiatives are typically used for major renovations and new construction like what is envisioned for the carousels. Funding is sometimes spread over more than one fiscal year, and this necessitates proceeding in phases. Partnerships or grants might allow improvements to be undertaken sooner or expand the scope of what can be accomplished overall.

Retail Sales of Carousel Merchandise

Items for retail sale include tee-shirts, hats, pins, pens, notepads, bags, postcards, figurines, shorts, sweatshirts, mugs, glasses, and so on. Determination will need to be made as to what account the revenue that is raised would be placed.

Sponsorship Program

The sponsorship program could involve an “Adopt an Animal” concept in which sponsors adopt a specific animal on a carousel for a specified donation and time period. A device for identifying each sponsor would need to be identified that does not damage or impact the animal. The program would have to fit the parameters of City policies as well.

Capital Campaign

The purpose of the capital campaign would be to target individuals and businesses for raising a defined amount of capital to be used for the carousels. A multi-level tier system would need to be generated with appropriate rights determined based on the funding level. This approach to fundraising is not new: there are many successful models that might be duplicated to achieve this objective in a timely manner.

*Note: An appropriate schedule for the campaign should be devised to include a **kick-off event**, appropriate literature for explaining the campaign, targeting individuals/groups for speaking engagements, establishing a “Friends” advocacy group, and a defined ending time. However, before this work begins, a Concept and Cost Study needs to be undertaken to determine the end amount needed and how the money that is raised will be utilized. The Marketing Committee recommends that a planned campaign be defined and submitted to City Council for the purpose of raising awareness, funding improvements, and building support for both carousels. Campaign planning could be started in Fall 2004 with Council approval to move forward with a Concept and Cost Study.*

The combined efforts of Marketing and Fundraising could provide opportunities to reach the collective goal of the Carousel Task Force.

4.1.5 Conservation and Interpretive Programs

Preservation of the carousels, especially the animals, decorative panels and other art work is paramount. Early restoration work was undertaken in available park building space. Much of the repair and maintenance since the restoration was completed has been done off-site. With this process, carousel animals are shipped to restorers during the off-season and reinstalled months later. Comparisons to other carousels across the country revealed that some locations provide shop space for the manufacture and repair of the animals, which is incorporated into the interpretation of the carousel. Implications of including such a space include environmental and code restrictions for this type of work due to the use of paints and finishes. The CTF considered this idea of an on-site restoration and maintenance workshop and the consensus is that the overall level of repair work, particularly at Pullen, should be greatly reduced as further investigation identifies the cause of the deterioration evident there. Gradually maintenance would become on par with what other carousels, including Chavis, require with normal use. This consists primarily of annual touch-ups during off-season times.

1. Consideration should be made during the DESIGN PROGRAM for static display opportunities to convey the carving, painting, and repair processes associated with the continued use and preservation of the carousels.
2. A full program of interpretation of the history of carousels in general and in Raleigh specifically should be designed and implemented. This should include, but not be limited to the aforementioned static display of carousel restoration and maintenance, printed material, publicity and marketing, audio interpretation by staff on site, and special programs on art conservation.
3. Interpretation of the backgrounds of both Chavis and Pullen parks figures prominently in their respective master plans. Take advantage of the carousel image as a catalyst for education, pride, and community focus.
4. Consideration should be given to developing formal relationships with academic programs of historic and cultural preservation at schools and universities. Partnerships with museums and other cultural organizations should be encouraged. Goals include establishing ties to the community, enticing new practitioners, and insuring access to new and evolving techniques and materials.
5. The ongoing maintenance and conservation or restoration, as needed, of the carousels, their animals, and their other components should be carried out only by qualified conservators and should be based on the standards set by the conservation program of the 1980s. Original materials should be retained as much as possible and the appearance of the carousels should continue to replicate their original appearance as documented before the 1980s restoration. Any future work should be fully documented as to condition, treatment, and materials used, in both written descriptions and photographs and all carousel conservation documentation should be maintained by the Parks Department.
6. Consolidate in a practical, accessible format the documentation of previous restoration and maintenance activity for each individual carousel item, including figures, boards and shields, structural and mechanical components, and the band organs.

4.2 Specific Recommendations for the Chavis Carousel

In addition to the general recommendations outlined earlier, the following considerations are in order for the Chavis carousel:

1. The effort to designate the carousel as a Raleigh Historic Landmark should be pursued immediately. The Chavis carousel should also be nominated to the National Register of Historic Places.
2. The new carousel house should be located within the park “Core Area” just north of the location shown in the current master plan and at the south end of the existing parking area. This location will allow for greater flexibility in the carousel house and support space’s footprints.
3. The architecture (form, colors and materials) of the new carousel house should reflect the Herschell carousel’s heritage of a traveling amusement ride and not be restricted to the current image nor that of Pullen Park’s Dentzel carousel structure. Support spaces and existing park features should support this image. An effort should be made to accomplish full development of the park Core Area so that new construction and any remodeling is congruent with this theme.
4. Additional improvements should be considered in the design of the Core Area to complement the carousel. These include, but are not limited to, an examination of the existing pool buildings (their functionality and appearance); area lighting; access to restrooms for the general public using the playground, track, and shelters; and pathways to surrounding features.

4.3 Specific Recommendations for the Pullen Carousel

In addition to the general recommendations outlined earlier, the following considerations are in order for the Pullen carousel:

1. The new carousel house should be considered both individually for what it needs to accomplish, and as part of the proposed Amusement Center renovations. Recommendations in the master plan include carrying the carousel theme into other features of the Amusement Center as well.
2. The new house should be sited to be visible from the Roundhouse, Western Boulevard and the entrance into the Amusement Center.
3. The carousel should be the centerpiece of the Amusement Center. The new carousel house location should allow for greater open space around the structure to accommodate observation, events and park circulation. The site design should consider locating other park activities that complement the carousel adjacent to the new carousel house.

(Appendix saved as separate document to reduce file size.)